

Headquarters U.S. Air Force

Integrity - Service - Excellence

Force Development and the CMSgt



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Overview

- Briefing Purpose
- Force Development Objective
- The “Big Picture”
- How it relates to CMSgts
 - Education
 - Development Structure Changes
 - Assignment Policy Changes
 - Group Superintendents
 - CMSgt Grade Review
- Key Messages
- POCs



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Purpose of Briefing

- To inform commanders, CMSgts, and those who may soon become CMSgts of improvements in the development and assignment processes used to manage CMSgts



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Force Development Objective

- Deliberately shaping training, education, and assignment processes as needed so that our Total Force most effectively meets all AF requirements, at all levels, now and in the future
- “We must put the right people, at the right place, at the right time, with the right skills” to meet all AF requirements

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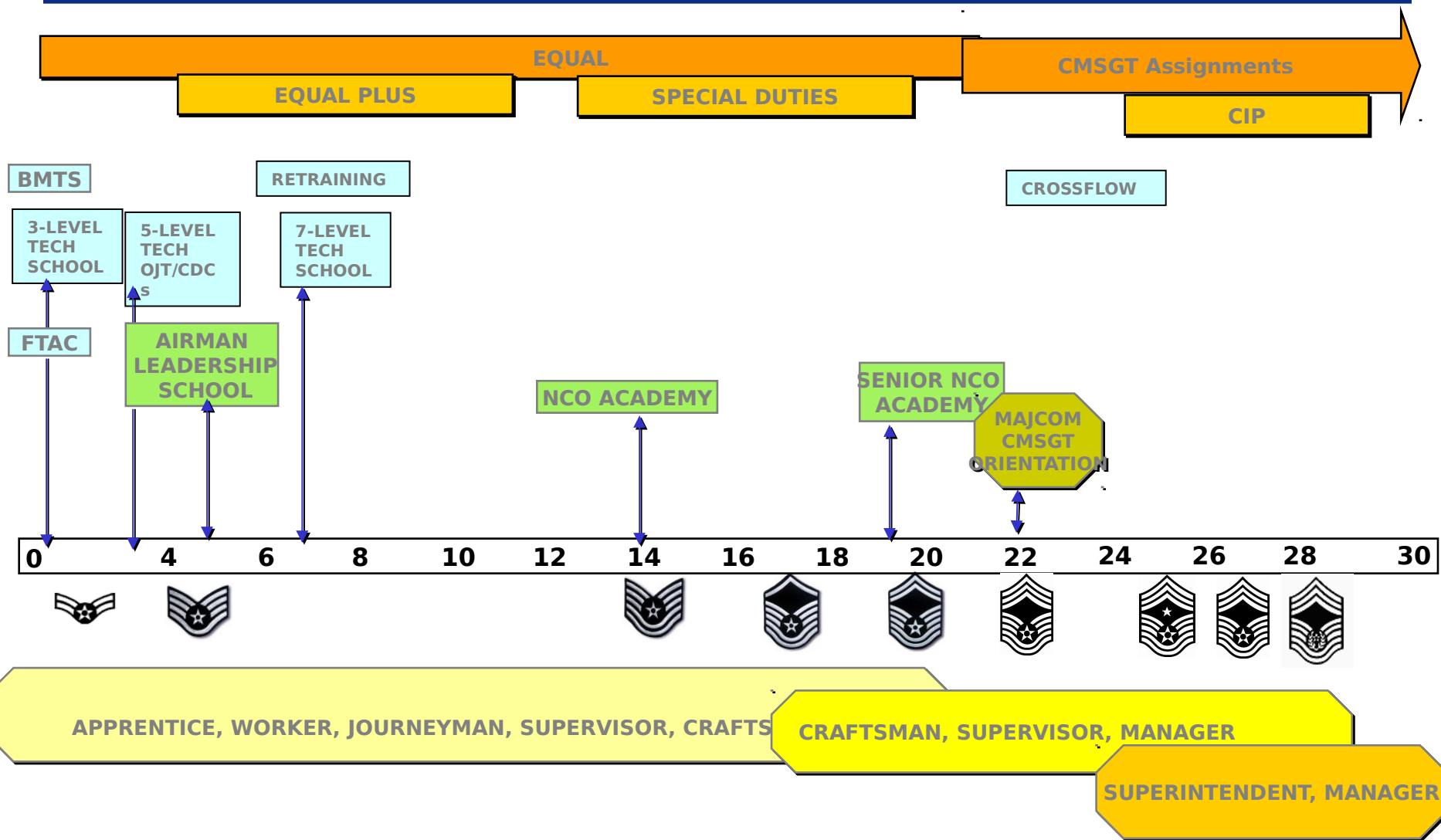
The Big Picture - Why Enlisted Force Development?

- GWOT/high tempo demands highly effective force
- Recognition of CMSgt “senior leader” role in our force
- Career field imbalances – 10% of force in wrong place
 - key to High Stress Index for many career fields
- AEF requirements different than Cold War
 - Requirements change rapidly depending on mission
 - more flexible, adaptable force needed
- Untapped potential in enlisted force
 - Most experienced force in a generation, maybe longer
 - Increasing enlisted role at all levels, especially “strategic”
 - Enlisted education levels continue to rise



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ENLISTED FORCE DEVELOPMENT THEN...

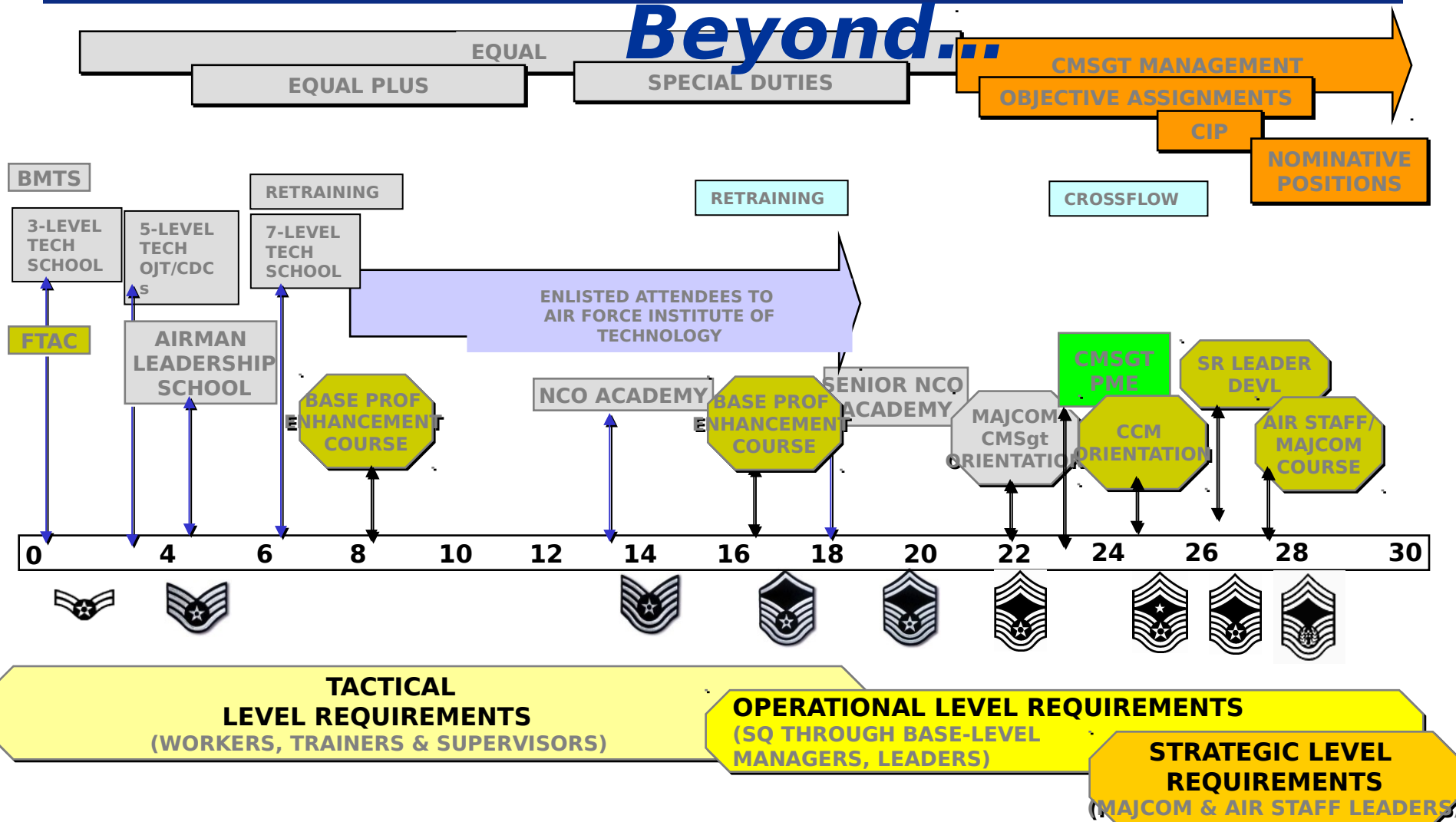


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Enlisted Force Development 2004 and Beyond...



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Filling in the Blanks

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- CMSgt Development Structure Integrated Process Team (IPT) (Dec 02-Jan 03)
- CMSgt Assignment Policy IPT (Jul 03)
- NCO Professional Development IPT (Aug 03)
- CMSgt PME IPT (Sep 03)
- First Senior Leader Development Program (Oct 03)
- CMSgt Grade Review (began Nov 03)
- Retraining IPT (Spring 04)
- Enlisted Force Structure Revision (Spring '04)

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- Initial Air Staff Course (Summer '04)



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How it Relates to CMSgts

“As we continue to evolve our force, it is essential that our development of those who serve, or who will serve as Chief Master Sergeants, keep up with the needs of our mission and our people.”

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How it Relates to CMSgts

“There is more leadership growth during the time spent as a CMSgt than in any other grade. The range of issues, the range of leadership required, from flight-level all the way up to Air Force-level is just phenomenal.”

CMSAF Murray



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How it Relates to CMSgts

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Education

- PME
- Mar '01 Enlisted PME Top to Bottom Review identified need for some kind of “Executive-level” EPME
- Early '03 Force Development identified lack of strategic-level education for top enlisted leaders
- Changes to SNCOA will lower grade and TIS for attendee's over time to MSgts below 20 yrs
- AU Board of Visitors directed consideration of a new top PME for enlisted senior leaders
- Integrated Process Team (IPT) formed of CMSgts from across all levels of force



PME (continued)

- IPT Recommended “Senior Enlisted Leader Course”
- Objective – “Provide newly selected CMSgts a strong foundation and deep understanding of operational and strategic level leadership issues and challenges far beyond that provided at any previous level of EPME, including – operations in the expeditionary, joint, and combined environment, the political/military environment, strategic force management, strategic leadership and management skills, and CMSgt roles and responsibilities.”



PME (continued)

- College of Enlisted Professional Military Education and Senior NCO Academy currently developing course
 - Eleven day course (8-9 training days)
 - Significant use of read-aheads shorten course length
 - Held at SNCOA facilities
 - Through-put – approx 700 annually in 3 classes
 - SNCOA instructors and Subject Matter Experts
 - Test classes summer/fall '04
 - Course online for those selected to CMSgt Nov 04
 - To be phased in - current Chief's *will not attend*



- Senior Leader Development
 - Oct 03 - 24 CMSgts, led by the CMSAF, attended Center for Creative Leadership
 - Leadership Development Program course is award winning “360 degree” personal leadership development program – previously reserved for senior officers
 - 96 more CMSgts to attend in FY’04
- Other opportunities being evaluated
 - “Gettysburg Staff Ride” – NCO Perspectives on Followership
 - “Shackleton Experience” – How to Motivate Teams



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Management Structure Changes

- Nov 02 - CORONA tasked consideration of best alignment of Chiefs' Group to meet AF needs
 - Should it remain under AFPC or be realigned with rest of top leadership under AF Senior Leader Management Office (AFSLMO)?
- Dec 02 – Jan 03 – IPTs of CMSgts evaluated options - made recommendation to realign with AFSLMO
- Feb 03 - CORONA concurred and directed realignment of Chiefs' Group under AFSLMO
- Jul 03 – Realignment official, Chief's Group physically remains at Randolph AFB, as a division of AFSLMO
- AF first service to align senior leadership management of officers, civilian, and enlisted under one office



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Assignment Policy Changes

- Numerous issues have hindered effective use of CMSgts for years
- Among them –
 - Imbalances – over 100 CMSgt billets currently vacant
 - Stagnation
 - High average tour lengths at MAJCOM and Air Staff
 - Very limited flow of field to HQ – HQ to field experience
 - Use of IPCOTs, INDEFs, Home-basing reduced assignment options and development for other CMSgts
- Selection processes poorly matched to requirements
 - “Volunteers” versus best candidate
 - Time-on-station used when no volunteers
 - Rules actually forced non-vol’ing high-TOS CMSgt-selects to be AF Career Field Managers when no one volunteered



Assignment Policy Changes

Issues (continued)

- Wing leaders often unaware of CMSgt assignment status and vulnerability
- Wide range of requirements for CMSgts
 - CMSgts work for 2Lts through 4-Stars – all leadership levels
 - Continuous, deliberate development/professional growth key
- CMSgt-selects often ineligible for reassignment due to lack of retainability
- CCMs too directly tied to commander assignments
- Some vacant CMSgt billets have been vacant for ten years or more – are they really CMSgt jobs?
- Has never been top-to-bottom review of CMSgt billets



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Assignment Policy Changes

- Director of AFSLMO formed IPT of CMSgts from across all levels of AF to consider solutions to these issues
 - The all-enlisted group was made up of CMSAF, MAJCOM CCMs, base-level CMSgts from every MAJCOM, Chief's Group, Force Development, and AF Career Field Managers
 - Group formulated a series of recommendations that were presented at CORONA Fall and approved

- The following will be implemented starting Feb 04:



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Assignment Policy Changes

- Will fill CMSgt vacancies thru smart but aggressive Crossflow
 - Will put CMSgts in CMSgt jobs
 - If no CMSgt in CEM is available, Chiefs Group will fill with:
 - 1st - CMSgt holding CEM in related skill
 - 2nd - CMSgt with previous experience in CEM/AFSC
 - 3rd - CMSgt with previous experience in related CEM
 - Finally - unless prohibited – next available CMSgt

“CMSgts bring a wealth of experience and leadership to virtually any assignment. Unless prohibited by certification requirements, we will no longer accept placing junior personnel where the mission requires the leadership of a CMSgt.”

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Assignment Policy Changes

- CMSgt-selects will require 3-years active duty service commitment prior to sewing on CMSgt
 - Sets right expectation – selection to top enlisted grade requires serving at least one full tour as a CMSgt
 - Every new CMSgt will be eligible for reassignment if needed
- Implement 3-year max tours for staff, joint, special-duty billets
 - Will increase flow from field to HQ and HQ to field
 - Increase assignment and development opportunities for ALL CMSgts
 - Will be phased-in – but – those currently with over 3 years TOS in those select billets will move in '04
 - HQs to HQs moves will be by exception only



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Assignment Policy Changes

- IPCOTS, INDEFs, Home-basing – will only be approved by rare exception and only when they support the continued development of the CMSgt and do not inhibit the development and assignment opportunities of fellow CMSgts
 - COTs limited to one time for CMSgts
- Will Inform WG/CCs and equivalents of status, vulnerability, and assignment actions of their assigned CMSgts
 - Enables leaders to manage their CMSgts more effectively – consider development, likely PCS prior to making local moves
- CCMs tenure 2-year minimum, 3-year maximum in position
 - Provides stability for organization regardless of CC rotation timing
 - Prevents “over-staying”
 - In-line with other organizational senior leaders



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Assignment Policy Changes

- Will implement specific, standard, criteria for Commander Involvement Positions (CIP) across commands
 - Limited to positions requiring direct Wing/CC or higher involvement in selection due to need for specific skills or experience not normally found in the CMSgts across the CEM
 - Initially limited to MAJCOM and NAF “senior” functional managers, NAF and Wing CCMs and NCO Academy Commandants
 - Other positions as approved by Chief’s Group – extensive justification required, supported by MAJCOM/CC and AF Career Field Manager
 - One-time designation may also be requested (failed ORI, real-world operations, etc). Chiefs Group approval required
- Result will be far fewer “by-name” PCS’s – more opportunities for all CMSgts



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Assignment Policy Changes

- Will establish “nominative” hiring process for our most senior strategic-level enlisted leaders
 - Limited to Air Staff CMSgts, MAJCOM CCMs, SNCOA Commandant, CEPME Vice Commandant, Unified CCMs
 - When position is opening hiring authority informs Chief’s Group
 - Chief’s Group contacts MAJCOM DPA’s to coordinate selection of the MAJCOM’s nominee with MAJCOM leadership
 - Nominees are forwarded to hiring authority for consideration, selection
- Process ensures high-quality candidates for all top positions



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Group Superintendents

- Wings have option to establish Group Superintendents
- If full-time Superintendent is established, Reporting Identifier 9G100 is established and a CMSgt is locally hired (some exceptions)
 - CMSgt billet must be moved from elsewhere in wing (offset)
 - CMSgt hired should come from the group (Maint Chief for Maintenance Group, etc)
 - By establishing RI 9G100, the hired CMSgt can be backfilled
 - *The shifted billet is not backfilled*
- No minimum/maximum tour length
- Group supers remain vulnerable for assignment in their primary field
- Commanders are encouraged to check with Chiefs Group on assignment status/vulnerability prior to selection
- Contact Chiefs Group with questions on process



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CMSgt Grade Review

- First ever top-to-bottom review of CMSgt grade allocation across force
- Establishing Core, Fixed and Variance criteria
- AFMA has lead under CMSAF direction
- Aim to ensure CMSgt billets are restricted to CMSgt appropriate requirements



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Key Messages

- The changes reflect a strong commitment that CMSgts as “senior leaders” in our force, require significantly more focused assignment and development processes
- All changes tied directly to best meeting needs of our Air Force – now and in the future
- Changes increase opportunities for ALL CMSgts to lead at different levels, in a variety of roles and locations
- These changes are an initial part of a much larger effort working to improve the development of the entire force - officer, civilian, and enlisted



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Key Messages

“We are adapting the Air force to the needs of the 21st Century. With these initiatives, we give our most senior enlisted airmen the training, assignments, and experience they need to more effectively lead the airmen of the world’s greatest Air Force.”

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Points of Contact

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Summary

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